

ORDER

U.S. DEPARTMENT OF TRANSPORTATION FEDERAL AVIATION ADMINISTRATION

WA 3600.1

5/13/92

ALTERNATIVE WORK SCHEDULES

SUBJ:

1. PURPOSE. This order establishes procedures for using Alternative Work Schedules (**AWS**) at the Washington headquarters. It also prescribes ~~policy~~, delegates authority, assigns responsibilities, and describes authorized schedules.

2. DISTRIBUTION. This order is distributed to all employees assigned to Washington headquarters.

3. BACKGROUND. The concept of alternative work schedules has been part of the Federal Government's personnel practices since 1978.. Public Law 95-390,, the Federal Employee Flexible and Compressed Work Schedules Act of 1978,, authorized alternative work schedule experiments in the Federal Government. In 1982,, Congress again passed legislation, the Federal Employee Flexible and Compressed Work Schedules Act of 1982,, Public Law 97-221,, which authorized agencies to continue testing the concept. On December 23,, 1985,, Congress passed Public Law 99-196 which made the 1982 legislation permanent. This allowed Federal agencies to continue and/or institute alternative work schedules.

4. DELEGATION OF AUTHORITY. Heads of offices and services and associate and assistant administrators reporting to the Administrator or to an Executive Director are delegated the authority to implement the alternative work schedule program within their organizations. Division managers may be delegated authority to determine which work schedules may be used in their divisions. The approval of a specific work schedule may be delegated to the first-level supervisor.

5. DEFINITIONS.

a. Alternative Work Schedule (**AWS**).. A general term used to describe any schedule other than the traditional, standard work schedule (**8** hours per day, 5 days per week), such as compressed and flexible work schedules.

b. Basic Work Requirement.. The number of hours (not including overtime) an employee is required to work within a specified period or otherwise be accounted for by leave or other approved absences.

c. Compensatory Time. Time off earned in lieu of overtime pay. Compensatory time is distinguished from credit hours in that compensatory time is derived from entitlement for pay for overtime work.

d. Compressed Work Schedule (CWS). A schedule which enables full-time employees to work less than **10** workdays in a biweekly pay period while completing their **80-hour** work requirement.

e. Core Time Bands. A fixed portion of the workday during which employees must be either present for duty or otherwise be accounted for by leave or other approved **absences**.

f. Credit Hours. Any hours worked under an officially designated flexible work schedule which are in excess of an employee's basic work requirement. Credit hours must be worked at the election of the employee but shall be subject to prior managerial approval. Credit hours are distinguished from overtime in that credit hours are not derived from overtime work which is officially ordered in advance. Credit hours are used in lieu of sick or annual leave or compensatory time off.

g. Employee. Any Federal employee who works for an FAA headquarters organization, including managers and supervisors.

h. Flexible Time Bands. That portion of the workday during which employees may choose their time of arrival and departure. Flexible time bands plus core time bands shall equal the basic work requirement or otherwise be accounted for by leave or other approved absences.

i. Flexible Work Schedule (FWS). Any schedule that enables an employee to either preselect or vary arrival **and departure** times or vary length of workday or workweek.

j. Official Hours of Operation. The hours and days of the week that offices shall be open for public business. Official business hours of operation for the Washington headquarters are **8:30** a.m. to **5:00** p.m., Monday through Friday.

k. Overtime Hours. All hours which are officially ordered and approved in advance and are worked in excess of the basic work requirement.

l. Regular Day Off. The calendar day that the employee is not scheduled to work. In this order, the regular day off may also be referred to as a scheduled day off.

m. Standard Work Schedule. A schedule consisting of **10,, 8-hour** days in a biweekly pay period.

n. Washington Headquarters. The national headquarters building and satellite offices located in the Washington, **D.C.,** metropolitan area.

6. FORM. Form WA **3600-2 (10-91),,** Work Schedule Change Request, is required for starting or changing a work schedule. Local reproduction is authorized. A copy of this form is located in Appendix **1.**

7. AUTHORITY TO CHANGE THIS ORDER. The Assistant Administrator for Human Resource Management is authorized to issue changes to this order which do not affect policy, responsibilities, or a delegation of authority.

8. POLICY. It is Federal Aviation Administration policy to offer an **AWS** program for its national headquarters employees that will enhance operational efficiency, promote program goals, and enrich the quality of work life. In addition to enhancing employees' ability to meet both their professional and personal responsibilities, the implementation of **AWS** must result in the achievement of one or more of the following benefits: increased operational efficiency: reduction in operating cost: increased service to the public: or a significant improvement in recruitment and retention of employees. Management, in consultation with employees, will determine which schedules from the broad range of optional alternative schedules available are best suited for their office conditions and organizational responsibilities. An employee's choice of management-approved schedules may be honored as long as that schedule does not adversely impact on service to the public, operational requirements, or organizational goals and objectives. Approved schedules shall support the requirement for office coverage during official hours and days of operation for the Washington headquarters. Employees may choose to work the standard **5-day,, 8-hour** work schedule.

9. OBJECTIVES. The use of **AWS** is intended to provide benefits to management, the general public, and employees. Specific objectives are:

a. To create a work environment that will support competitive recruitment and retention of a highly qualified, diverse work force.

- b. To give employees a degree of self-determination by allowing them to select work schedules that respond to their professional and personal responsibilities.
- c. To provide improved service to the public by increasing opportunities for contact with organizations in other time zones.
- d. To improve attitudes of employees toward their jobs by encouraging them to become work oriented rather than time oriented.
- e. To improve opportunities for career development and **cross-training**.
- f. To reduce the need for extended absences for medical appointments or personal business.

10. GENERAL PROCEDURES. The following procedures apply:

- a. Employees who want to start, change, or discontinue an **authorized** work schedule shall **submit Form WA 3600-2 (10-91)**, Work Schedule Change Request, to their supervisor at least **one** pay period in advance.
- b. Supervisors, with the involvement of their employees, shall develop employee work schedules that will ensure that sufficient personnel will be scheduled on any work day to conduct business as normal and be able to respond to unforeseen circumstances. Supervisors shall approve or disapprove regular days off for **AWS** employees to ensure a balanced work force.
- c. Every effort shall be made to approve an employee's selection of work schedule option. However, management retains the right to respond to changing conditions. Supervisors may disapprove or require a change in any work schedule to avoid adverse impact on daily operations. The division manager may limit the choices of alternative schedules or in extreme circumstances exempt that unit from using **AWS** to avoid adverse impact on daily operations.
- d. Supervisors shall give employees at least one pay period of advance notice when operational priorities require a change in the employee's schedule, except in unusual circumstances: e.g., special projects, fire, natural disaster.
- e. Supervisors shall ensure that their employees' work schedules are properly documented on their time and attendance records.

f. Supervisors shall provide advance work assignments to employees to ensure the continuation of work during the portion of **AWS** when the supervisor may not be present. Employees shall obtain sufficient **advance work assignments** to ensure continued work during non-supervised portions of their **AWS**.

g. Supervisors shall ensure that nonexempt employees do not work in excess of their basic work requirement unless overtime has been authorized or credit hours **have been approved: i.e.,** 9 or **10** hours **a day** for compressed schedules, 8 hours **a day/40** hours per week for appropriate flexible schedules, or **80** hours **a pay period** for both flexible and compressed, **as** described in Appendices 2 and **3**.

h. Exempt employees shall be authorized overtime pay for hours in excess of their basic work requirement only if such work is officially ordered and approved in advance and if the work requirement exceeds the hours selected by and approved for the employee.

i. Compensatory time may be granted in lieu of overtime pay in accordance with applicable provisions of law.

j. Each employee shall be scheduled for a lunch period of at least **30** minutes per day in addition to his/her basic work requirement. The lunch period may not be taken at the beginning or end of the employee's workday for the purpose of shortening the day.

k. Supervisors may require new employees to work a fixed schedule during official business hours during their training and orientation period. New employees shall be allowed to select an **AWS** as soon as they become competent enough to work independently and without direct supervision.

l. Employees who do not select an **AWS** shall work a standard **5-day, 8-hour** work schedule.

m. Program-specific issues that relate to the implementation of **AWS** should be resolved at the division level. Offices should contact **AHR-100** to clarify **any AWS** policy or procedure identified in this order.

11. SPECIAL SITUATIONS.

a. Employees on temporary duty (**TDY**), detail, or assignment to other organizational components within or outside Washington headquarters shall adhere to the schedule of the organization to which assigned.

b. When it is known in advance of a pay period that an employee will be on **TDY** on his/her scheduled day off the employee shall:

(1) Revert to a **5-day, 8-hour** workweek and **adhere** to the schedule of the organization to **which temporarily assigned**, or

(2) Request a change in his/her scheduled day off within the same pay period.

c. If neither of these options is **feasible** and the employee is required to work on his/her scheduled **day off and works more** than **80** hours in a pay period, the employee is entitled to either overtime pay or compensatory time off during that pay period.

d. If an **AWS** employee is attending training, work schedules shall be adjusted to training class hours.

e. Washington headquarters employees who are assigned to duty stations located in other jurisdictions may use this directive with approval of the implementing authority for their organization unless there is an **AWS** directive approved for that jurisdiction or their organization.

12. PROGRAM REVIEW. The Assistant Administrator for Human Resource Management shall conduct an annual review of this program to determine the basis for continuation, modification, or **termination of the** use of **AWS** at this headquarters.


Barry Lambert Harris
Acting Administrator

APPENDIX 1**WORK SCHEDULE CHANGE REQUEST**

1. I request that my work schedule be changed to the ~~schedule~~ indicated or to accommodate the credit hour action listed.

a. FLEXIBLE WORK SCHEDULE

☐ ~~Flexi~~hour: a fixed schedule from _____ to _____ including lunch from _____ to _____

☐ Gliding Schedule ☐ Variable Day Schedule ☐ Variable Week Schedule ☐ Maxiflex Schedule

b. COMPRESSED WORK SCHEDULE

☐ ~~4-Day/10~~hour Schedule: from _____ to _____ including lunch from _____ to _____

Days off: Week 1 _____ Week 2 _____

☐ ~~54/9~~ Schedule: ~~9~~hour days from _____ to _____ including lunch from _____ to _____
and an ~~8~~-hour day from _____ to _____ including lunch from _____ to _____

Days off: Week 1 _____ Week 2 _____

c. STANDARD WORK SCHEDULE

☐ ~~5-Day/8~~hour Schedule from _____ to _____ including lunch from _____ to _____

d. CREDIT HOUR ACTION

☐ Earn or use (circle action below) credit hour(s) on the following date(s) and time(s):

EARN/USE Date _____ Time _____ EARN/USE Date _____ Time _____

EARN/USE Date _____ Time _____ EARN/USE Date _____ Time _____

EARN/USE Date _____ Time _____ EARN/USE Date _____ Time _____

2. A graphic description of the hours and days that this request includes during a pay period is/is not provided on the reverse side of this request form.

3. I request that this schedule become effective on the pay period beginning _____

(Employee's Signature)

(Date)

4. Your request for schedule change is ☐ approved ☐ disapproved.

Comments:

(Approving Authority)

(Date)

WEEK ONE

6:00
7:00
8:00
9:00
10:00
11:00
12:00
1:00
2:00
3:00
4:00
5:00
6:00

[illegible]

Total hours/week _____

6:00
7:00
8:00
9:00
10:00
11:00
12:00
1:00
2:00
3:00
4:00
5:00
6:00

[illegible]

Total hours/pay period _____

APPENDIX 2. FLEXIBLE WORK SCHEDULES

1. PURPOSE. This appendix establishes policies and procedures for flexible work schedules (**FWS**) listed below as well as the basic work requirements for each:

	Hours <u>Daily</u>	Hours <u>Weekly</u>	Hours <u>Biweekly</u>
Flexitour	8	40	80
Gliding Schedule	8	40	80
Variable Day Schedule	-	40	80
Variable Week Schedule	-	--	80
Maxiflex Schedule		--	80

2. GENERAL. The Washington headquarters schedule of flexible work hours is **6:00** a.m. to **6:00** p.m., Monday through Friday. Flexible time bands for arrival shall not begin before 6 a.m. and shall not end after 6 p.m. An employee who chooses to work **FWS** may, subject to management approval, select a set tour of duty within the parameters of flexible time bands which will meet the basic work requirement. Core hours for Washington headquarters shall be **9:30** a.m. to **3:30** p.m. The official business hours are **8:30** a.m. to **5:00** p.m., Monday through Friday.

a. Credit Hours.

(1). Employees may earn up to 2 credit hours per day during their regularly scheduled workdays and up to 8 credit hours per day for work performed on their regular days off. Credit hours to be worked are at the election of employees and are subject to management approval. Employees wishing to work credit hours must make their request in writing using Work Schedule Change Request, Form WA **3600-2 (10-91)**..

(2). Credit hours must be earned before they are taken, must be earned and used in 1-hour increments, and may be taken the same day they are earned. Credit hours earned and used must be documented on the Time and Attendance report.

(3). An employee may not carry over more than **24** credit hours from one biweekly pay period to the next. Part-time employees may not carry over a credit hour balance that **exceeds 1/4** of their basic biweekly work requirement (e.g., if an employee's biweekly work requirement is **32** hours he/she may not carry over more than 8 credit hours).

(4). Credit hours are not considered overtime hours. They are credited to the employee's credit hour account. An employee no longer subject to a flexible schedule (e.g., elects a non-flexible schedule or leaves the agency) will **be paid for accumulated** credit hours at his/her current rate of pay. **Payment for accumulated** credit hours is limited to not more than **24** hours.

b. Holiday

(1) A full-time employee who performs nonovertime work on a holiday is entitled to basic pay plus premium pay equal to basic pay for that holiday work. A part-time employee is entitled to holiday pay only for work performed during his/her basic work requirement on a holiday.

(2) A full-time employee who is not scheduled to work on a day designated as a holiday is entitled to pay with respect to that holiday for 8 hours. For a part-time employee, if a holiday falls on a day during his/her tour of duty, the employee is entitled to an appropriate portion of his/her biweekly **basic** work requirement for that day.

c. Leave. Time off during an employee's basic work requirement must be charged to the appropriate leave category, i.e., annual or sick, unless the employee is authorized compensatory time off, the use of credit hours, or an excused absence.

d. Excused Absence. The amount of excused absence to be granted shall be based on official business hours, **8:30** a.m. to **5:00** p.m.

3. FLEXTOUR.

a. Basic Work Requirement.

(1) A full-time employee has an **8-hour** daily work requirement, a **40-hour** weekly basic work requirement, and an **80-hour** biweekly basic work requirement.

(2) For a part-time employee, the **basic work requirement is** the number of hours the employee must work each day, the number of hours the employee must work in the administrative workweek, and the number of hours the employee must work in a biweekly pay period.

b. Tour of Duty. An employee shall preselect his/her starting time but he/she is limited to an **8-hour day/40-hour** workweek with no day off. All schedules must be established in accordance with Paragraph 2 of this appendix.

c. Arrival time. An employee shall preselect his/her arrival time. The arrival ~~time~~ shall be a fixed schedule until a new schedule is selected and approved.

d. Deviations.

(1) At the request of an employee and at least 1 day in advance, approval for an adjusted arrival time may be granted.

(2) If an employee arrives within **15** minutes of the selected arrival time, the supervisor may allow for adjustment of the **8-hour** basic work requirement for that day.

4. GLIDING SCHEDULE.

a. Basic Work Requirement.

(1) A full-time employee has an **8-hour** daily basic work requirement, a **40-hour** weekly basic work requirement, and an **80-hour** biweekly basic work requirement.

(2) For a part-time employee, the basic work requirement is the number of hours the employee must work each day, the number of hours the employee must work in the administrative workweek, and the number of hours the employee must work in a biweekly pay period.

b. Tour of Duty. An employee shall establish his/her tour of duty within the flexible time bands in accordance with Paragraph 2 of this appendix.

c. Arrival and Departure Times. An employee may vary arrival and departure times daily within the flexible time bands without prior supervisory approval. However, a **full-time** employee is limited to an **8-hour day/40-hour** workweek, with no day off. This schedule allows flexibility within the flexible time bands. Core time band must be included in an employee's work day.

5. VARIABLE DAY SCHEDULE.

a. Basic Work Requirement.

(1) A full-time employee has a **40-hour** weekly basic work requirement and an **80-hour** biweekly basic work requirement.

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(2) For a part-time employee, the basic work requirement is the number of hours the employee must work in the administrative workweek, and the number of hours the employee must work in a biweekly pay period.

b. Tour of Duty. An employee may vary the length of the workday as long as he/she is present during core time. His/her tour of duty shall be in accordance with Paragraph 2 of this appendix.

c. Arrival and Departure Times. An employee **may vary arrival and** departure times daily within the flexible time bands without prior supervisory approval as well as vary the length of the workday. A full-time employee is limited to a 40-hour workweek. This schedule allows flexibility within the flexible time bands as well as the workweek. The employee shall work during the core time band.

d. Deviation. At the request of an employee, absence during core time (or a portion of core time) may be granted. An absence during core time shall be made up by the employee during flexible time bands. A supervisor may authorize the employee to make up the absence during the same workday or a subsequent workday within the workweek or the same biweekly pay period.

6. VARIABLE WEEK SCHEDULE.

a. Basic Work Requirement.

(1) A full-time employee has an **80-hour** biweekly work requirement.

(2) For a part-time employee, the basic work requirement is the number of hours the employee must work in **a** biweekly pay period.

b. Tour of Duty. An employee may vary the length of the workday and workweek, as long as he/she is present during core time. An employee shall establish his/her tour of duty in accordance with Paragraph 2 of this appendix.

c. Arrival and Departure Times. An employee may vary arrival and departure times daily within the flexible time bands **as well as** vary the length of the workday and the workweek. A full-time employee is limited to an **80-hour** biweekly pay period. This schedule allows flexibility within the flexible time bands as well as the workweek and biweekly pay period. The employee shall work during the core time band.

d. Deviation. At the request of an employee, absence during core time (or a portion of core time) may be granted. An absence during core time shall be made up by the employee during flexible time bands. A supervisor may authorize the employee to make up the absence during the same workday or a subsequent workday within the workweek or the same biweekly pay period.

7. MAXIFLEX SCHEDULE.

a. Basic Work Requirement.

(1) A full-time employee has an **80-hour** biweekly basic work requirement.

(2) For a part-time employee, the basic work requirement is the number of hours the employee must work in a biweekly pay period.

b. Tour of Duty. An employee shall establish his/her tour of duty in accordance with Paragraph 2 of this appendix.

c. Arrival and Departure Times. An employee may vary arrival and departure times daily within the flexible time bands as well as vary the length of the workday and the workweek. A full-time employee is limited to an **80-hour** biweekly pay period. An employee may work less than 5 days per week and/or less than **10** days during the biweekly pay period. This schedule allows flexibility within the flexible time bands as well as the workweek and biweekly pay period, and flexibility in the number of days off. The employee shall work during the core time band.

d. Deviation. At the request of an employee, absence during core time (or a portion of core time) may be granted. An absence during core time shall be made up by the employee during flexible time bands. A supervisor may authorize the employee to make up the absence during the same workday or a subsequent workday within the workweek or the same biweekly pay period.

APPENDIX 3. COMPRESSED WORK SCHEDULES

1. PURPOSE. This appendix establishes policies and procedures for compressed work schedules (**CWS**) listed below for full-time employees:

a. **4-Day** Workweek

b. **5-4/9** Plan

NOTE: Credit hours are not applicable to compressed schedules.

2. GENERAL. The Washington headquarters Office schedule for compressed work hours shall be between **6:00 a.m.** to **6:00 p.m.**, Monday through Friday. The official business hours are **8:30 a.m.** to **5:00 p.m.**, Monday through Friday.

3. **4-DAY WORKWEEK (4/10).**

a. Basic Work Requirement. A full-time employee has a 10-hour daily basic work requirement, a **40-hour** weekly basic work requirement, and an **80-hour** biweekly work requirement.

b. Tour of Duty. A full-time employee who selects a **CWS** shall establish his/her tour of duty in accordance with Paragraph 2 of this appendix.

c. Arrival Time. A full-time employee shall preselect his/her arrival time. The arrival time shall be a fixed schedule until a new schedule is selected and approved. He/she is limited to four 10-hour days within the workweek.

d. Holiday. A full-time employee who performs nonovertime work on a holiday is entitled to basic pay plus premium pay **equal** to basic pay for that holiday work, not to exceed **10** hours. A full-time employee who is prevented from **working on** a day designated as a holiday (the work place is closed due to a holiday that falls on their scheduled workday) is entitled to pay with respect to that day for **10** hours. Employees shall be granted an in-lieu-of holiday if a holiday falls on an employees scheduled day off in accordance with existing directives. (FAA Order **3550.10**, Pay Administration, paragraph **87.**)

e. Excused Absence. The amount of excused absence to be granted shall be based on the employee's established compressed work schedule in effect for the period of the excused absence.

f. Leave. Time off during an employee's basic work requirement must be charged to the appropriate leave category unless the employee is authorized compensatory time off or an excused absence. For example: A **full-time** employee who takes 1 **day of annual leave will be** charged leave for **10** hours. .

4. 5-4/9 PLAN.

a. Basic Work Requirement. A full-time employee has a **9-hour** daily basic work requirement for 8 days of the biweekly pay period and **an 8-hour day** for the ninth day to complete the basic work requirement of **80** hours per biweekly pay period. The **8-hour** day does not have to be the ninth day of the **9-day** biweekly pay period.

b. Tour of Duty. A full-time employee shall establish his/her tour of duty in accordance with Paragraph 2 of this appendix.

c. Arrival Time. A full-time employee shall preselect his/her arrival time. The arrival time shall be a fixed schedule until **a** new schedule is selected and approved.

d. Holiday. A full-time employee who performs nonovertime work on a holiday is entitled to basic pay plus premium pay equal to basic pay for that holiday work, not **to exceed** 9 hours. A full-time employee who is prevented from working on a day designated as a holiday (the work space is closed due to a holiday that falls on their scheduled workday) is entitled to pay with respect to that day for 9 hours (or 8 hours if it falls on their **8-hour** day). Employees shall be granted an in-lieu-of holiday if a holiday falls on an employees scheduled day off in accordance with existing directives. (Order **3550.10,,** Pay Administration, paragraph **87.**)

e. Excused Absence. The amount of excused absence to be granted shall be based on the employee's established compressed work schedule in effect for the period of the excused absence.

f. Leave. Time off during an employee's basic work requirement must be charged to the appropriate leave category unless the employee is authorized compensatory time off or an excused absence. For example: Full-time employees who take 1 day of annual leave will be charged leave for 9 hours (or 8 hours if it falls on their **8-hour** day).